



# NAVRIP

## AIRSpeed

January 2006

Naval Aviation Readiness Integrated Improvement Program

Vol. 4 Issue 1

## NAE Focused on Acquisition Reform

*RADM Starling and RADM Venlet meet to discuss how to deliver programs on-time and on-cost by removing the process and cultural barriers to acquisitions*

Christine Lawson  
NAVRIP PAO

"We are taking on the challenge to drive reform from the inside out and to put forward solutions based on sound business practices," commented RADM Venlet.

RADM Denby Starling, Commander, Naval Air Force Atlantic Fleet and Naval Aviation Readiness Integrated Improvement Program (NAVRIP) lead, was at NAS Pax River to meet with RADM David Venlet, PEO (T), to discuss the progress the Acquisition and Life Cycle Support (A&LCS) team is having with its mission to remove the barriers programs encounter which inhibit on-cost and on-time delivery.

The meeting illustrated the next big push by the Naval Aviation Enterprise (NAE), which is to apply cost wise readiness to the acquisition community.

With his extensive experience in the acquisition community RADM Venlet is leading the A&LCS team's journey to take the acquisition process to the next level with proven methodologies and sound business practices.

"The A&LCS team is comprised of subject matter experts at the highest levels of NAVAIR, PEO, NAWC, and NAVICP. Our mission is to deliver all programs on-time and on-cost," emphasized RADM Venlet.



RADM David Venlet PEO(T), RADM Denby Starling, CNAL, RADM Timothy Heely, PEO(W), RDML Pete Williams, Depot Commander, CAPT Steve Eastburg, Deputy PEO(A).

Examples of process barriers they are currently addressing include:

- ◆ Funding instability driving up cycle time and cost
- ◆ Effects of requirements changes on cycle time and cost escalation
- ◆ Internal process rework
- ◆ Non-value added activity: re-budgeting, re-planning, unnecessary reports

Cultural barriers and changes being addressed include:

- ◆ Managing overly optimistic estimates of cost and schedule
- ◆ Resistance to change
- ◆ Mortgaging existing programs to pay other bills

"Our arsenal to resolve barriers include AIRSpeed Blackbelts, the other NAE CFT's,

(Continued on page 5)

## "I am a Believer in AIRSpeed"

General Helland, Commander  
3rd Marine Air Wing

Christine Lawson  
Enterprise AIRSpeed PAO

General Helland kicked off the MCAS Boots on the Ground (BOG) tour with an endorsement of Enterprise AIRSpeed, an initiative of the Naval Aviation Readiness Integrated Improvement Program (NAVRIP), and emphasized why the Marine Corps needs to embrace and incorporate AIRSpeed tools into their work in order for the Marines to continue to be an effective and relevant force in the future.



Corporal Javier LopezTapia, aviation supply NCO, MALS 11, addresses questions from Vice Adm. Wally Massenburg, commander, NAVAIR during a visit to MALS 11 by the NAVRIP team Aug. 24. Photo by Staff Sgt. Maria C. Villanueva

Col Stalnaker, the Marine Air Group (MAG) Commander, drove the point home with his brief on the aircraft he commands and the tempo for which MAG 11 is currently operating: Operations in Iraq, Afghanistan, Horn of Africa, as well as, Marine Expeditionary Units, Japan deployments and O-plan requirements.

With the operational tempo where it is and with no end in sight the Marine Corps realizes how important it is to execute its maintenance, supply and logistics lines as efficiently and productively as possible. Enterprise AIRSpeed is helping them do it.

(Continued on page 4)

### Table of Contents

Acquisition Reform .....	1
I'm an AIRSpeed Believer .....	1
Mayport AIRSpeed .....	2
Times are Changing .....	3
AIRSpeed Merger .....	4
New Web Sites .....	5
Type-Model-Series Schedule ....	6



# Mayport Eager to Implement AIRSpeed Design

*Independent initiative successes offer taste of what coordinated AIRSpeed implementation will deliver*

By CDR JJ Topolosky, OIC, AIMD N.S. Mayport



**Mayport Pre-LEAN:** A technician repairs a T-700 engine. Notice the loose tools and parts spread out on the bench as well as the engines in the back ground. U.S. Navy photo.

For months we have seen and heard of the successes our brethren AIMD's are reaping using the Enterprise AIRSpeed tools. Mayport's turn has finally arrived and we are pleased to report we have finished our Enterprise AIRSpeed "design" and the "implementation" of the design will begin in a few weeks.

Before the AIRSpeed teams arrived, the AIRSpeed philosophy of productivity improvements through process improvements motivated us to try small initiatives on our own. With Lean and 6 Sigma initiatives, and joint ventures with depot artisans we have already tasted the successes in decreased Time to Reliably Replenish (TRR), increased repair capabilities and reduced facilities footprint. These initiatives delivered improved flight-line support and avoided significant costs associated with sending items to the Depot as well as empowered our Sailors to make their work better, which is priceless.

**T700 Engines:** Lean-Manufacturing initiatives in the engine production shop reduced the time to reliably replenish (TRR) from an average of 95 days to 32 days, a 66% reduction. Using the AIRSpeed TOC design Mayport just completed, we expect a further 80% reduction in TRR to seven days. The AIRSpeed TOC design will include the placement of Ready for Issue (RFI) buffers for the engine modules which will further our ability to support flight-line readiness requirements.

**Airframes Division:** In a joint venture with Naval Aviation Depot Jacksonville (NADEP JAX) called Enhanced Maintenance Capability, the Airframes division increased repair capabilities for:

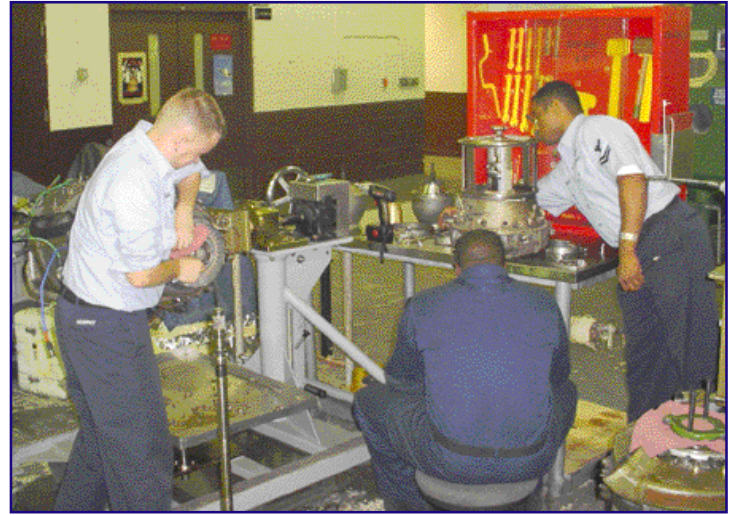
**Main Rotor Blades:** Resulted in 10 not being declared Beyond Capable Maintenance (BCM).

**Tail Rotor Blades:** Resulted in 11 not being declared BCM.

**H-60 Center Stabilizer:** Resulted in 9 not being declared BCM.

**H-60 Air Inlet Assembly:** Resulted in 10 not being declared BCM.

It has greatly improved the repair capability and generated substantial cost avoidances. In addition, the artisans' presence has provided a pool of knowledge the technicians are able to draw from. This experience has increased the technicians' knowledge and resulted in a more



**Mayport Post-LEAN:** ADAN Murphy, AD2 Thomas and AD2 Roberts repair a T-700 engine. Notice the toolbox: all tools needed are within reach. Parts are pre-assembled into "kits." Workbenches are customized to support repair. No time is wasted searching for tools or parts. U.S. Navy photo.

efficient process and a higher quality product for the flight line.

## Six Sigma Events

### Armament Work Center:

- ◆ Freed up 288 sq. ft. of floor space

### Paraloft:

- ◆ Increased productivity by 65%
- ◆ Reduced setup time from 15 minutes to five minutes (66% improvement)
- ◆ Decreased travel time between stations as follows:
  - Fire bottles from 165 ft to 80 ft (52% reduction)
  - Dry suits from 104 ft to 70 ft (33% decrease)
  - LPUs from 183 ft to 150 ft (18% decrease)

### Power Plants:

- ◆ Reduced T700 repair footprint by 1700 sq ft (66% improvement)
- ◆ Increased weekly production rate from 3.5 to 5.5 engines (57% improvement)
- ◆ Reduced walking distance for engine repair from 10,300 ft to 4,220 ft (59% decrease)
- ◆ Decreased IMRL space by 154 sq ft (48% improvement)
- ◆ Reduced time to inventory IMRL gear by ten hours (71% improvement)
- ◆ Identified \$79,013 of IMRL for fleet distribution

### Work Center 650 (Avionics TMV):

- ◆ Developed Standard Work for basic maintenance and supply NALCOMIS functions, reducing the training curve from 11 months to five months (54% improvement)
- ◆ Developed Standard Work Procedures for basic maintenance actions, reducing training curve from 12 months to 6 months (50% improvement)
- ◆ Decreased walking distance and bench setup time from 423 ft and 24 man hours to 155 feet and 9.2 man hours (63% improvement)

(Continued on page 5)

# “The Times, They Are A-Changin’”

By CDR Stu Alexander, OIC  
AIMD NAS Jacksonville

Bob Dylan wrote “*The Times, They Are A-Changin’*” over 40 years ago in his formidable song-writing years. His ballads questioned everything from politics to war and served as an outlet for the ideas of the youth of our Nation. His message in this particular song, however, is hauntingly familiar. The youth of today, the young, the fresh-minded, intelligent and often overlooked will replace us Old-School types as we move from Navy Blue to Corporate Gray. In years to come, the Airmen, the Ensigns and the Interns will be the Chiefs, the Lieutenant Commanders and the GS-15’s responsible for moving this great Navy forward in the 21<sup>st</sup> century.

What the heck does Bob Dylan have to do with any of this you might ask. Well, for one, I thought most of you would like to read an article that started off by quoting a Rock legend like Dylan and secondly, the Times They *Really* Are A-Changin’. For the Sailors coming in the door today, the basic tenets of NAVRIIP, *AIRSpeed*, IMA-Inc and I2D integration will all seem as though they had been around since RDML (sel) Hardee was Ensign Hardee trying to figure out the difference between a Logbook and an ADB. In short, they’re not the Sailors who you have to convince in this cultural revolution. However, for Old-School types (author included), these are terms and shifts in philosophy we must embrace to do battle in a Cost-Wise Readiness Navy. We are truly in the midst of a Navy cultural revolution so huge, that it’s an absolutely once-in-a-career shift in the way we do business.

Embracing the Navy philosophy-du-jour isn’t easy considering most of what we have to gauge today’s efforts against include the 1990’s TQM mantra and the Navy’s foray into Total Quality Leadership. Many today remain skeptical and even fewer are willing to take the leap of faith that *AIRSpeed* is somehow different. It is different, and as a champion of *AIRSpeed* and its methodologies, I’d like to tell you why I think so.

*AIRSpeed* is a shift in overall philosophy that is supported by words and deeds of the Navy’s aviation top brass. The goal: Cost-Wise Readiness. Supported by Navy leaders from the very beginning, I found myself at one of the very first Executive-Level Training courses and I watched and listened to VADM Zortman and VADM Massenburg kick it off...they had my attention. That week-long training culminated in a field trip to AIMD Oceana, the very AIMD I was Production Control Officer in only 18 months earlier. What a transformation! As an exercise, my team re-traced 700 division work spaces like I had done so many times in the past. I became immediately impressed with what they had done with the BRU-32 line and the remarkable increase in readiness and Time On Wing (TOW) results they were reporting. After I shook off my embarrassment for not having made those changes during my tenure, I picked my chin up off the floor and quietly promised myself I would never look at another work center or process the same way I had done in the past. I would challenge everything I had learned from that moment on.

When I reported to AIMD Jacksonville, I asked at one of my first staff meetings who had ever heard of *AIRSpeed*. As a convert, I quickly understood the range of emotion and body language that followed. I knew I had some work ahead of me but I was confident that the Officers in that room that day would achieve great things. I just needed one other person to believe it too. That person would become my *AIRSpeed* Officer. I selected a rising star O-4 to be AIMD Jacksonville’s *AIRSpeed*



Bob Dylan (early years) - one of the most important songwriters and artists of the 20th Century.

Officer because he believed as I did, that this was the right path to efficiency and continuous process improvement. Later, while my *AIRSpeed* Officer and *AIRSpeed* Leading Chief Petty Officer were off on the Pay-It-Forward gig, I instructed the rest of the AIMD Khakis to take all the NKO Lean and Six Sigma courses that were offered and tracked completion weekly. Having them do that before we had our first formal Lean training paid huge dividends. By the time Mr. Tom Stallard (Lockheed) showed up, we were miles ahead and he could sense it.

We continued training every available Sailor and were the first to complete Theory of Constraints (TOC) in a seven-week format vice 11 weeks and we did it at the same time we were rolling into our first LEAN events. It was a challenging time, and a risk worth taking, and for about two months, every Sailor in AIMD was either directly involved in a Rapid Improvement Event (RIE), was preparing for an upcoming Lean event or was engaged in TOC training. You would have had to be absent for eight weeks not to have heard the term Lean or ATOC in AIMD Jacksonville.

Today we have completed 8 Lean RIE’s, we’re about to throw the TOC switch on the first couple work centers, we publish an *AIRSpeed* news letter that includes things such as innovative ideas learned in other divisions and all pay grades are making changes and challenging ideas that would not have been possible two years ago. We’re combining work centers, making efficient use of storerooms, putting 2M technicians where the work is instead of moving the work to them...the ideas never stop. Additionally, our *AIRSpeed* team has grown into a formidable Division. Each member is in their own right an expert in many of the *AIRSpeed* methodologies, and vacancies on the team are quickly filled by eager and highly talented Sailors. It has truly been a remarkable transformation for AIMD Jacksonville. And I’m sure other site’s stories are exactly the same. I’m impressed every day by the innovative ideas that have had a dramatic and positive effect on the overall productivity of this AIMD.

In closing, I’ll leave you with this as a sort of lessons-learned road map for success if your journey is just beginning. Understand the value in this culture change, for if you don’t understand it, your Sailors won’t either. Be genuinely interested in the ideas of your Sailors and highlight their success by touring their spaces and saying Wow! This looks great! From that point on, they’ll beat the drum for you. And lastly, challenge everything you’ve been taught to believe. Remember someone once asked; Why *does* tuna fish have to come in a can?

*AIRSpeed* provides the ways and means of achieving Cost-Wise Readiness. So count me as a “Believer” ‘cause “The Times, They Are A-Changin’” and *AIRSpeed* provides us the ability as an Enterprise to meet the demands of the 21<sup>st</sup> century warfighter.



# Merger of AIRSpeed Programs Will Further Benefit the Warfighter

By Vicky Falcón  
NAVAIR Public Affairs Office

A planned merger of the four AIRSpeed programs (Depot AIRSpeed, Enterprise AIRSpeed, NAVAIR AIRSpeed and NAVICP AIRSpeed) will strengthen the connection between these programs across the Naval Aviation Enterprise (NAE) and maximize readiness capabilities, savings and recapitalization opportunities.

“Our goals for the merger are threefold,” said RDML Mark Skinner, NAWCWD Commander and NAVAIR AIRSpeed command deployment champion and merger lead. “We want to give the NAE board of directors visibility into all NAE AIRSpeed activities, ensure that the activities are prioritized and coordinated, and develop metrics that will allow us to quantify AIRSpeed results.”

“The merger will also allow us to take on more complex cross-competency and cross-activity projects as our AIRSpeed skills grow and mature. We will also be able to focus more of our project activity on issues that have high Fleet interest, through our interaction with the acquisition and maintenance and supply chain management sub teams,” explained Capt. Bob Novak, NAVAIR AIRSpeed program manager.

The merger, which should occur during this fiscal year, is dependent on two developments. First, a portfolio management system needs to be created which will give the NAE Board of Directors (BOD) NAE-wide visibility of AIRSpeed projects and savings. Second, all four AIRSpeed programs need to benchmark (describe/compare/contrast) their present and desired future states.

According to Capt. Bob Novak, those two tasks are well under way.

“Not only are we already analyzing the benchmarks for consistency in deployment and execution,” he said, “but we’re also looking at the projected costs, the benefit/savings realization plan, and the desired end state for each AIRSpeed program, among other factors.”

“The Navy’s budget has been stretched thin in recent years as we work to recapitalize our force and assets to meet the needs of our nation’s defense,” explained Novak. “Several years ago the leaders of the Naval Aviation Enterprise decided that Lean/Six Sigma/Theory of Constraints – AIRSpeed – would be the tool set we use to produce savings and efficiencies that will offset the budget reductions that this year alone total almost \$200 million across Naval Aviation.”

“I’m continually impressed with the efforts of our deployment teams and our Black Belts and Green Belts – outstanding individuals that are making a difference one process and one project at a time,” said Skinner. “We still have a lot to do, but we’ll get it done.”

For more information on AIRSpeed, go to Enterprise AIRSpeed - [www.airspeed.cnaf.navy.mil](http://www.airspeed.cnaf.navy.mil) or <http://www.navair.navy.mil/navairairspeed/>.

(Continued from page 1)

## AIRSpeed Believer (cont.)

The MALS 11 Supply division has:

- ♦ Reduced customer wait time from days to hours in most cases by increasing buys from bi-monthly to daily
- ♦ Increased the number of Pre-expended sites from 11 to 38, which allows for more pre-positioned assets and reduces wait time for the Squadrons and I-level maintainers.
- ♦ Established kits for high use items like F-404 and 402-phase maintenance again reducing the wait time for the squadrons and I-level maintainers.
- ♦ Increased flow of material by reconfiguring receiving and dispersing points
- ♦ Increased number of supply delivery vehicles to distribute supplies faster to squadrons and I-level
- ♦ Established nightly stocking policy so parts are ready to fill morning orders.
- ♦ Shrunk its footprint 37% from over 57,000 sf to 36,000 sf.

Another benefit from AIRSpeed improvements is the decrease in the time it takes the supply division to do its job.

“I no longer have to work weekends, nor does anyone in my shop,” Corporal Javier Lopez Tapia, aviation supply pre-expended bin NCO commented.

MALS 11 has completed over 24 Rapid Improvement Events and has more to follow. With the support of General Helland and the commanders at MAG 11, Col Stalnaker and MALS 11, Lt Col Tibbs you can expect more improvements out of MALS 11 and more readiness for the squadrons they support.



General Helland, Commander 3rd Marine Air Wing kicks off the Boots on the Ground event at MCAS Miramar. U.S. Marine Corps photo.

# New AIRSpeed and NAVRIIP Web Sites?

**YES!** Both offer new features and resources.

For example:

**AIRSpeed Web site:** [www.CNAF.Navy.mil/AIRSpeed](http://www.CNAF.Navy.mil/AIRSpeed)

- ◆ Complete library of web-based training materials and downloads
- ◆ Billet specific AIRSpeed training guide
- ◆ Ask the Expert link to submit your questions
- ◆ Curriculum material for instructors
- ◆ News from across the fleet

**[www.CNAF.Navy.mil/AIRSpeed](http://www.CNAF.Navy.mil/AIRSpeed)**



**NAVRIIP Web site:** [www.CNAF.Navy.mil/NAVRIIP](http://www.CNAF.Navy.mil/NAVRIIP)

- ◆ 2006 Master Schedule for NAVRIIP and the NAE
- ◆ eRIIP access
- ◆ News from across the fleet
- ◆ Instructions and Policy link to the NAVRIIP Handbook

**[www.CNAF.Navy.mil/NAVRIIP](http://www.CNAF.Navy.mil/NAVRIIP)**



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## Acquisition Reform (cont.)

the Council of PEO's and the NAE Board of Directors," stated Capt James Wallace the A&LCS Action Officer.

Buoyed by the support of VADM Massenburg, VADM Zortman, the entire NAE Board of Directors and the CNO, the A&LCS team is moving forward analyzing processes, installing metrics, identifying and prioritizing barriers, assigning Black Belt projects for barrier removal, designating barriers needing escalation, and recommending solutions.

RADM Starling commented to the A&LCS team, "I am encouraged by the team you have put together and the roadmap you have laid ahead. I believe you are on the right track and it is a journey you must complete in order for the NAE to afford the new platforms and systems to meet our future readiness challenges."

For more information on NAVRIIP and the NAE visit: [www.cnaf.navy.mil/navriip](http://www.cnaf.navy.mil/navriip) or [www.cnaf.navy.mil/nae](http://www.cnaf.navy.mil/nae)

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## Mayport (cont.)

The successes the AIRSpeed tools are generating combined with the empowerment of the junior Sailors and the enthusiastic support of leadership means you can expect even more from the Mayport AIMD as we begin to implement our AIRSpeed design.

Enterprise AIRSpeed is the only DOD program using the tools of Theory of Constraints (TOC), Lean and Six Sigma together to garner improvements. TOC is used to "design" how the work should flow and identifies the constraints and bottlenecks. Then the tools of Lean and Six Sigma are applied to reduce waste and eliminate or manage constraints.

## NAE Leadership:

### Vice Adm. James Zortman

Commander, Naval Air Forces

NAE Chief Executive Officer

### Vice Adm. Wally Massenburg

Commander, Naval Air Systems Command

NAE Chief Operating Officer

### Rear Adm. Denby Starling

Commander, Naval Air Forces Atlantic

CFT NAVRIIP

### Rear Adm. Thomas Kilcline

Chief Financial Officer, NAE (N78)

### Rear Adm. James Robb

Director, Fleet Readiness Division (N43)

CFT Cost Management

### Rear Adm. William Shannon

CFT Total Force Readiness

### CAPT Ken Ireland

NAE Executive Assistant

### CAPT J. R. Brown

NAVRIIP Chief of Staff

### CAPT Ken Campitelli

Enterprise AIRSpeed Project Officer

**NAE Web site:** <http://www.CNAF.navy.mil/NAE>

### NAVRIIP Web site:

<http://www.CNAF.navy.mil/NAVRIIP>

### Enterprise AIRSpeed Web site:

<http://www.CNAF.navy.mil/AIRSpeed>

### MyNAVAIR Web site:

[mynavair.navaire.navy.mil](http://mynavair.navaire.navy.mil) (Portal for NAVRIIP documents)

For more information on NAVRIIP and AIRSpeed, call 301-757-4875 or link to [www.cnaf.navy.mil/airspeed](http://www.cnaf.navy.mil/airspeed)

## NAVRIIP University Site Classes

Training sessions available for 2006:

DATE	LOCATION
January 23 & 25, 2006	Norfolk, VA
	CNATRA TBD
More times and locations are coming...	

For registration and course information, contact the Thomas Group by email at [dbeachum@thomasgroup.com](mailto:dbeachum@thomasgroup.com) or by calling 972-401-4276. Additional sessions will be added if demand exceeds the current schedule.

Please check the NAVRIIP Web site for updates at

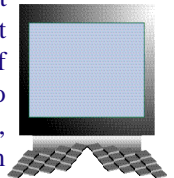
[www.cnaf.navy.mil/navriip](http://www.cnaf.navy.mil/navriip)

## NAVRIIP University Now Online

NAVRIIP 101: Introduction to NAVRIIP (for managers and for users) is now available on Navy E-Learning. Visit the "What's New" section on the NKO website to enroll [www.nko.navy.mil](http://www.nko.navy.mil).

The NAVRIIP 101 basic overview course focuses on the processes, tools and applications available in the NAVRIIP and AIRSpeed toolkits. The training will introduce NAVRIIP and AIRSpeed history, the charter and organization, an overview of the processes, tools, teams and success stories.

Employees will learn about process value management tools, which address dynamic cycle time, and best business practices, including a focus on Theory of Constraints, Lean and Six Sigma. The training will also explain the aviation financial analysis tool (AFAST), and cross-functional team and type/model/series team participation.



## Type-Model-Series Schedule

<b>JANUARY</b>	11 NAE BOD 24 (NCFT) PAR	VFA (F/A-18A-F & FRS D) 1300-1530 Eastern VAQ (EA6-B) 1300 - 1530 Eastern	
<b>FEBRUARY</b>	13 NAE BOD NAE BOG 23 NCFT(PAR) 09 TRW 23 TRW	E-6 (TACAMO) 1300-1530 Eastern TBD VRC (C-2) & VAW (E-2) VP (P-3) CNATRA	
<b>MARCH</b>	28 NCFT (PAR) 01 NAE BOD	VS (S-3) 1300-1530 Eastern VAQ (EA-6B) 1300-1530 Eastern	<i>BOG – Boots on the Ground BOD – Board of Directors</i>

**TRW - TYCOM Readiness Workshop** - The TRW consists of two elements: Readiness and Aircraft/Systems. 1) At the Readiness portion the Lead Commodore/MAG CO and PMA will review Readiness gaps and provide/develop gap closure planning using top level chart analysis. Forum for readiness barrier escalation to TYCOM. 2) The Aircraft & Systems workshop, hosted by TYCOM N42s, allows O-6 and below staffs to work with the WINGMOs/ MALS COs and APLMs on CPC interpretation, degrader rank ordering, and root cause analysis.

**NCFT - NAVRIIP Cross Functional Team/PAR - Providers Assessment Report (NCFT PAR)** - The PAR brief is held in conjunction the NAVRIIP CFT (NCFT) VTC/F2F every month except October. At the NCFT PAR the PMA and Lead Commodore provide a detailed Aircraft & Systems barrier escalation brief to the NAVRIIP CFT. Each brief will last 30-60 minutes and will be first on agenda at the NCFT PAR. Standard time 1300-1530 Eastern